

SECRET

DD/S 66-3391

Approved For Release 2003/04/29 : CIA-RDP84-00780R001300060013-0

25X1

MEMORANDUM FOR: Mr.

Hank:

Perhaps we have nothing more than a semantic problem, but somehow I sense that it goes deeper than that. I cannot agree, for example, that information processing is a function unto itself in the sense that it should require a separate organizational structure superimposed over the activities of the entire Agency. The processing of information in the Support Directorate is the means by which we fulfill our responsibilities. In a sense the processing of information is virtually all that we do and we cannot surrender the policy direction and staff responsibility for information processing activities to another command structure if we are to continue the performance of our functions. The information processed in the Support Directorate and the systems we employ to do it are our exclusive responsibility; we must determine what data goes into these systems, what happens to it while it is there, and what information it will produce regardless of the tools we use to do it. We, as well as everyone else in the Agency, use a great many tools in the processing of our information from communications equipment to printing presses. Like the printing press, computing equipment is just another tool. The nub of our problem in the Agency, I believe, has been and continues to be our tendency to confuse and intermingle the need to have management control over the tools with the separate need to have independent management control over the multitude of uses we have for those tools.

In short, the computer is just another new management tool and we need a policy paper directed to the effective management and control of that tool. We should not confuse management control over the tool with management control over all of the things it is used to do.

Consistent with this philosophy, problem analysis is the primary responsibility of the manager who has the problem and he may solve it in any number of ways, the least likely of which may be the use of the computer. This is not to say that we do not need some competence in the Office of Computer Services to assist with problem analysis, but essentially I believe this should be limited to rendering consultative-type staff assistance as requested and principally for managers of smaller jurisdictions who may not be able to support their own analysis capability, as in the case of the Cable Secretariat, for example. In the Support Directorate we have our own problems and we expect to solve them

Approved For Release 2003/04/29 : CIA-RDP84-00780R001300060013-0

SECRET

Excluded from automatic
downgrading and
declassification

SECRET

Approved For Release 2003/04/29 : CIA-RDP84-00780R001300060013-0

in our own way. If the solution requires that we use the computer as a tool we would expect to be able to turn to the Office of Computer Services for assistance if we need it in stating the problem comprehensibly, and we would expect them to furnish complete computer service support to satisfy all of our requirements in the time and with the frequency specified. It is my responsibility to see that we make judicious use of this service and that the cost effectiveness of our systems is consistent with the job to be done.

As a matter of incidental rather than principal concern, it seems to me the title "Director of Information Processing" tends to imply the creation of a line function and I believe that a staff function is the only appropriate one in the context of the proposed policy.

I have taken the liberty of preparing an alternate draft policy statement for your consideration.

R. L. Bannerman
Deputy Director
for Support

SECRET

25X1

Approved For Release 2003/04/29 : CIA-RDP84-00780R001300060013-0

Next 1 Page(s) In Document Exempt

Approved For Release 2003/04/29 : CIA-RDP84-00780R001300060013-0

SECRET

Approved For Release 2003/04/29 : CIA-RDP84-00780R001300060013-0

AGENCY POLICY ON INFORMATION PROCESSING AND ADP

1. The processing and exploitation of information by the Agency is taking on increasing importance in its contribution to the mission of CIA. In addition, advances in information processing technology and the rapid development of computers and related communications equipment are impacting on our operating methods.

2. During the next decade, the Intelligence Community can anticipate a considerably enlarged requirement for information processing. Agency policy is to meet this challenge through the effective development and use of human and material resources and to control information processing as an integral part of the Agency planning, programming, and budgeting system. The following principles will govern:

- a. Policy direction and staff responsibility for all information processing activities shall rest with the Executive Director-Comptroller, and will be implemented through a Director of Information Processing and his staff in the Office of Planning, Programming and Budgeting.
- b. A CIA Computer Support Center shall be maintained in the Science and Technology Directorate to provide all Directorates and independent Offices and Staffs with support for problem analysis, programming, and hardware operations. In addition to the service of common concern provided by the Center, problem analysis may also be performed within Directorates as required.

Approved For Release 2003/04/29 : CIA-RDP84-00780R001300060013-0

SECRET



SECRET

Approved For Release 2003/04/29 : CIA-RDP84-00780R001300060013-0

- c. The computer installations in RID and NPIC will remain independent of the CIA Computer Support Center. It is recognized, however, that future technological developments may dictate review of this decision.
- d. Each Deputy Director shall appoint an Information Processing Coordinator to establish priorities and develop programs to meet the information processing requirements of his Directorate.

Approved For Release 2003/04/29 : CIA-RDP84-00780R001300060013-0

SECRET